



CREATIVITY AT WORK

FY 2010 STAFF WORK PLAN

July 1, 2009 – June 30, 2010

Arts Education Frame #1: Life-long Learning

Outcome We Want:

All Montanans regardless of potential barriers find access to arts education opportunities, contributing to life-long learning and creative expression. Potential barriers include: Geographic, Physical, Emotional, Age, Economic, Intellectual and Cultural.

How We Do It:

• **Organize workshops for teaching artists and arts organizations' staff on working with a diverse group of learners.**

1. Organize two regional arts ed life-long-learning workshops for a total of 30 teachers by October 2009. **BM**

• **Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission.**

1. Offer ongoing opportunities through the Artists in Schools & Communities grants, the Teacher Exploration of the Arts (TEA) grants, the Public Value Partnerships grants and Professional Development grants. **BM KH**
2. Promote grants in print, website, conferences and distribution list communications; provide technical assistance; process in a timely manner throughout the year. **BM KHB DB CS**

• **Offer technical assistance to schools and arts organizations to determine whether their programs and facilities are available to a diverse group of learners.**

1. Offer ADA assistance through MAC website with at least two resources added by end of June 2010. **BM KHB**

• **Provide leadership in advocating for arts education for all Montanans by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.**

1. Collaborate with the following to provide arts education advocacy and technical assistance: **BM CK**
Montana teaching artists; Montana Alliance for Arts Education; VSA arts of Montana; Museum and Art Gallery Directors Association; Montana Performing Arts Consortium; Montana Association of Symphony Orchestras; National Endowment for the Arts; National Assembly of State Arts Agencies; CraftNet
2. Provide one new arts education advocacy tool by end of June 2010. **BM**

- **Develop opportunities, such as individual consultations, mentoring relationships, or workshops that build access to the arts and to creative expression for adult learners of all ages.**

1. Provide opportunities through the Leveraging Investments in Creativity (LINC) project for 24 adult learners to gain certification in the Montana Artrepreneurship Preparation (MAP) program by end of June 2010. **CK**
2. Match a mentor to each participating artist in a cohort sponsored by LINC by end of June 2010. **CK**
3. Facilitate completion of six master-apprenticeships in the MCAM program by end of June 2010. **CK**
4. Establish at least two new master-apprenticeships in the Montana's Circle of American Masters (MCAM) program by end of June 2010. **CK**

How We Evaluate It:

- **Compile data from grant reports, including how many have specific ways to modify instruction to accommodate diverse learners and how many offer reduced fees or scholarships.**

1. Arts Education program evaluation conducted on grant applications and reports December 2009. **BM KHB**

- **Review the expertise of artists on the Artists Registry to accommodate their lessons for a diverse group of learners.**

1. Examine registry artists who work with individuals with disabilities; review for gaps in service by Mar. 2010. **BM**

- **Track participation in activities such as the Artist Registry and the Master-Apprenticeships of folk and traditional artists who act as resources for the arts in their communities, both in formal and informal learning settings.**

1. Identify (and secure contact information for) willing and qualified mentors in the folk and traditional arts throughout the year. **CK**

Arts Education Frame #2: K-12

Outcome We Want:

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing *all the arts for all the students in all the schools*.

How We Do It:

- **Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on website.**

1. During all site visits to schools and organizations that have residency grants, by end of June 2010. **BM**
2. Provide a place for teachers, teaching artists, and arts organizations staff to share information, insights and challenges in arts education on a wiki and/or a blog by end of June 2010. **BM**
3. Organize one-on-one conversations at annual MEA-MFT statewide teacher conference in collaboration with the MT Alliance for Arts Education by end of October 2009. **BM**

4. Provide a one-page description of the Arts Education Survey in the schools to statewide school administrators and school board trustees attending the Montana Conference of Educational Leadership October 2009. **BM**
5. Email report of the survey findings to same MCEL principals and school boards by March 2010. **BM**
6. Semi-annually update the arts council's website under "For Schools," Folklife," "For Artists," and "Resources" end of December 2009 and end of June 2010. **BM**
7. Overhaul Folklife website, add education resource links and post on the website by December 2009. **BM, CK**

• Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects.

1. Collaborate with Montana Alliance for Arts Education on:
 - A. Twelve or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference with MEA-MFT paying the fee and travel for the arts keynote presenter by end of October 2009. **BM**
 - B. Two workshops in September in Lewistown and Helena; five workshops in January-February in Great Falls, Butte, Bozeman and Lewistown for the MT Small Schools Alliance. **BM**
 - C. Resources with a blog and/or wiki on most highly rated items from May 2009 workshop with plans to provide another in-person workshop in FY 2011 including:
 1. how to get teachers, administrators, parents and community engaged, involved and supportive of residencies;
 2. assessments; rubrics for assessment;
 3. funding and other support strategies; grant writing for artists by end of June 2010. **BM**

• Offer grants for curriculum, assessment and professional development, and artist residencies.

1. Offer a minimum of 35 grants to develop students' skills and knowledge in the arts, professional development for teachers and creation of arts curriculum by end of June 2010. **BM**
2. Offer artist residency grants that will reach a minimum of one out of every 10 school children in the state each year and a minimum of 70% of Montana's counties by end of June 30 2010. **BM**
3. Offer 15 Teacher Exploration of the Arts grants for elementary classroom teachers by end of June 2010. **BM**

• Provide leadership in advocating for "all the arts for all the students in all the schools" by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.

1. Collaborate throughout the year with MT Alliance for Art Education; VSA arts of Montana; Statewide arts service organizations; University of Montana - Drama/Dance Department; MT Board of Public Education; School Improvement Division; Indian Education Division; Montana Office of Public Instruction; Montana Parent Teacher Association; National Endowment for the Arts; National Assembly of State Arts Agencies; WESTAF **BM**

How We Evaluate It:

- **Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives.**

1. Compile residency grants' data in December and create an evaluation process for the Teacher Exploration of the Arts grant by end of June 2010. BM

- Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with Montana Standards for the Arts.

1. Evaluate available data by end of June 2010. BM



Economic Vitality Frame #1: Training and Network Development

Outcome We Want:

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

How We Do It:

- **Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal and leadership/governance issues.**

1. Recruit three new cohorts (with six artists each) for MAP work by end of June 2010. CK
2. Complete preparation of materials Dec. 2009 for MAP workshops through end of June 2010. CK
3. In addition to the orientation session for each of the four MAP cohorts, present two workshops over the course of the year to each of the cohorts. CK
4. Plan MAP Capstone and 1st Annual Gathering, which will occur in September 2010. CK
5. Explore new partnership with the Great Falls Native American Art Show to bring workshop and training opportunities to their 2011 show. Determine feasibility by end of June 2010. DB
6. Determine next showcase opportunity and training for Indian artists in conjunction with the Montana Indian Business Alliance meeting by September 2009. DB
7. Identify Indian artists, add them to the database and track number of entries annually. DB KHB
8. Hold discussions with the following Indian organizations to explore professional development and marketing strategies throughout the year: DB
Montana/Wyoming Tribal Leaders Council; Native American Development Corporation; International Traditional Native Games Society; Montana Indian Business Alliance; Office of Indian Affairs; Tribal Colleges; Inter-Tribal Agriculture; Bureau of Indian Affairs – Indian Arts & Crafts; First People's Fund.
9. Develop and deliver a public workshop to help artisans prepare for the Made In Montana Marketplace by end of June 2010. CK

10. Expand the network, and recruit and guide at least four qualifying artists through the Montana Circle of American Masters process by end of June 2010. CK
11. Create annual professional development training series or sessions for leaders of arts organizations reaching an average of 10 organizations per year via the web or long-distance learning. Have plan in place by April 2010. Implement first training by end of June 2010. CH

- **Produce publications, share industry information resources and research, and foster connections with local, statewide and national service organizations.**

1. Feature relevant research and useful information in bi-monthly newspaper, *State of the Arts*.
 - A. Provide profile information on newly inducted MCAM artists as they occur. CK
 - B. Profile MAP cohorts in spring/early summer 2010. CK
 - C. Begin a series of articles on the area of independent contractor vs. employee by January 2010 CL
 - D. Run a minimum of three Career Profiles columns during FY 2010. CH
 - E. Feature Native News section in each issue. DB
 - F. Feature relevant news briefs and articles on arts and healthcare, and technical assistance articles on arts and healthcare in each issue. KBH
2. Produce one new publication in print or online every two years that provides essential governance, marketing or fund-raising guidance for Montana arts organizations by end of June 2010. CH
3. Continue partnership with Lee Enterprises, Montana Historical Society and Montana Promotions Department to produce annual publication: "Montana's Cultural Treasures." Distributed April 2010. CH
4. Work with Hands of Harvest and other rural artist networks to develop market strategies. CK

- **Utilize technology to maximize participation, distribute resources and provide remote learning opportunities.**

1. Produce online index of articles from *State of the Arts*, and update every other month. BM
2. Complete the redesign of the Folklife section on the MAC website by December 2009. BM CK
3. Utilize CraftNet's online introduction to ecommerce in conjunction with MAP cohorts throughout the year. CK
4. Update web resources and links for arts organizations throughout the year. CH
5. Email info to listservs of arts educators, artists and arts orgs (every 2 weeks). BM Reg Info; KBH% for Art
6. Update MAC Blog weekly. KHB
7. Start a "Native Artist Blog" to share information and opportunities by end of November 2009. DB
8. Design/distribute survey for 2008-9 Leadership Institute participants in March 2010 to see what learning they still use. CH
9. Send arts and healthcare survey {Survey Monkey} to target groups by end of March 2010 and compile data and produce Executive Summary by end of June 2010 KBH

10. Utilize Survey Monkey for evaluations of programs, Slidroom.com for Percent-for-Art applications, and Doodle.com for scheduling. KBH

How We Evaluate It:

- **Document successful methods of stabilization and growth.**

1. Design evaluation tool from and for the new database by end of June 2010. KHB
2. Collect and share model examples of how Public Value Partnerships grantees build the Three Rs – Relationships, Relevance, Return on Investment by end of June 2010. KHB CH AF

- **Compile results of training programs through evaluation.**

1. Establish baseline for evaluating participants in MAP cohorts by end of June 2010. CK
2. Complete executive summary of Creative Capital workshop evaluations. Dec 31. CH

- **Measure networks developed and how well those networks address needs.**

1. Create annotated list of artist co-ops with contact information by end of June 2010. CK

- **Review and analyze annual reports and budgets of arts organizations.**

1. Review 990s and annual reports of grantees in the Public Value Partnerships program to compare to the baseline year by end of June 2010. CL KHB

Economic Vitality Frame #2: Market Expansion

Outcome We Want:

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.

How We Do It:

- **Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organization websites.**

1. Work with Made in Montana to draft the criteria for a juried program for artists by end of June 2010. CK DB
2. Track registration for “Native American Made in Montana” labeling program by end of June 2010. DB
3. Use “E-Commerce for Artists” with MAP cohorts in their work throughout the year. CK

• Create juried artist and artisan programs to set new standards and develop new marketplaces for their work.

1. Complete the NEA-funded photographic documentation of MCAM artists. By March 2010, document at least 16 MCAM artists, and a projected additional four artists if endorsed by Council in January 2010. CK
2. Research and plan the use of MCAM photo documentation in a publication on the traditional visual arts and crafts of Montana by end of June 2010. CK
3. Facilitate a minimum of four nominations of MCAM artists by end of June 2010. CK DB
4. Design a statewide program that builds market readiness in Montana's artists (with multiple entry points), while laying a foundation for branding Montana's arts and developing markets.
 - A. Develop four cohorts by end of June 2010. CK
 - B. Draft market-ready certification guidelines by first workshop. CK
 - C. Plan MAP Capstone Artist's Gathering for September 2010. CK

• Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets.

1. Implement the Leveraging Investments in Creativity (LINC) initiative for rural Montana artists. CH CK DB
 - A. Create four learning cohorts in different rural areas of the state. Cohorts commit to 10 meetings and the completion of the tools to become market ready. Completion targeted for December 2010. CK DB
 - B. Help artists reach markets beyond state boundaries by building e-commerce expertise through dissemination of completed CraftNet ecommerce curriculum to artists in at least two LINC cohorts throughout the year. CK DB
2. Research development possibilities for potential markets already in place for Montana Artists by end of June 2010. CK DB
3. Promote the MIM Show and the "Artisan Gallery" as a place where emerging artists could have a first exposure to a market by end of June 2010. CK
4. Build relationships with Great Falls Native American Art Show artists and organizers, which occurs during C.M. Russell Auction by end of June 2010. DB
5. Document the process underlying traditional craft as a way to build public appreciation and awareness by end of June 2010.
 - A. Complete the NEA funded professional photography project. CK
 - B. Continue to gather information about the folk and traditional arts in Montana. CK

How We Evaluate It:

• Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities.

1. Gather and compile the data from each LINC cohort by the end of June 2010. CK DB

• **Review and analyze responses to reporting requirements of program participants.**

1. Develop a plan for outside review by June 30. CK DB
2. Assess feedback from program participants and decide next steps by end of June 2010. CK DB CH

• **Assess content of tourism marketing materials and travel promotions.**

1. Review materials throughout the year. AF

Public Value Frame #1: Bridge Building

Outcome We Want:

Build person-to-person bridges that connect the arts world to the worlds of politics, education, economics and civic engagement, producing a greater knowledge of how the arts benefit the lives of all Montanans and impact communities statewide. This results in a greater understanding of the return on investment of public dollars for the arts and the need for additional resources for all the arts statewide.

How We Do It:

• **Find and define the connections between the arts field and politics, education and economics where there are common values, goals and outcomes.**

1. Hold discussions on how to maximize and reinforce the public value of the arts at all council meetings and constituent convenings throughout the year. AF
2. Develop and implement a plan by Dec. 2009 with Montana Cultural Advocacy to meet with legislators. CL AF
3. Utilize the Public Value Partnerships (PVP) program/grantees to define connections through distribution of reports, training and coaching throughout the year. AF KHB CH
4. Engage newly formed MAC Economic Development Committee to address these connections through its work. Develop a plan by the end of September 2009. CH
5. Produce agency brochure that reinforces the public value of the agency and programs by end of June 2010. CH
6. Feature 3 stories on public value of the arts in *State of the Arts* by end of June 2010. CH AF
7. Distribute best practices and best “return on investment” stories from Public Value Partnerships and arts education grantees to political leaders by end of June 2010. CH
8. Distribute economic impact DVD to all PVP grantees and relevant mailing lists (Ambassadors, MEDA, etc.) by end of December 2009. SF

- **Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders.**

1. Define Public Value Partnerships program structure to maximize relationship-building efforts of grantees.
 - A. Coach all PVP grantees re: agency goals for relationship-building with civic and governmental leaders throughout the year. CH KHB AF
 - B. Evaluate grantee's relationship-building efforts with authorizers by March 15, 2010. CH KHB AF
2. Consult with the Montana Cultural Advocacy as they develop a plan for a major resource initiative by end of June 2010. CL AF
3. Recruit arts representatives for consideration on the tourism board and other boards deemed to be a good fit for alignment with this Blueprint throughout the year. AF CH
4. Develop a plan with MAC's economic development committee to advance MAC's Economic Development agenda, and link this to the public value work done by the agency by end of June 2010. CH AF
5. Meet with Wallace Foundation to see if there are new funding opportunities we can pursue with them in October 2009. CH AF
6. Deliver Building Arts Participation program at Grantsmakers in the Arts conference, and see if there are other resources we can pursue. October 2009. CH AF
7. Explore federal partnership funding possibilities with MAC member Arlene Parisot by June 30, 2010. CH
8. Produce MCAM induction ceremony in the State Capitol Rotunda. Early spring 2010. CK
9. Produce Governor's Arts Awards ceremony in the State Capitol Rotunda. January 2010. CH

- **Partner with arts organizations' leadership and artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant.**

1. Create and publish stories using information submitted in quarterly reports for ARRA grants to evoke their value for Montanans and Montana communities beginning February 2010. CH AF
2. Create series of "elevator speeches" to use as tools for why it's important to support arts funding by end of June 2010. CH AF
3. Develop a toolkit that strengthens the case for use of public dollars to support the arts (Public Value Lite), to use to engage with those who impact MAC's state and local resources by end of June 2010. CH
4. Develop Governor's Arts Awards program with new council committee to increase promotion and legislative involvement in this program. Implement plans for January 2010 ceremony. CH
5. Supply all PVP grantees with model examples of the 3Rs stories by end of June 2010. KHB
6. Add "return on investment" story requirement to FY 2010-11 Cultural & Aesthetic Trust Project Final Reports by June 2010. KHB
7. Award Public Value Partnerships grants for the next four-year cycle (FY11-15) by June 2010. AF KHB CH

Public Value Frame # 2: Innovation

Outcome We Want:

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

How We Do It:

- **Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local businesses and the arts community.**

1. Participate in statewide service organizations' meetings, including: Montana Association of Symphony Orchestras, Museum and Art Gallery Directors' Association, Montana Performing Arts Consortium, Montana Alliance for Arts Education throughout the year. ALL
2. Produce annual Artist Innovation Award program; make up to five (total) \$3,000 awards in FY10 in the categories of literature and performing arts. Applications online end of January 2010. CH KHB
3. Work to get the arts a featured position in Senator Baucus's next Montana Economic Summit, focusing on how the arts are the seedbed of creativity and at the heart of innovation, by June 2010. AF CH
4. Get up to speed in social networking strategies that could be beneficial to agency by end of June 2010. CH
5. Work with MT Ambassadors to produce the Governor's Arts Awards ceremonies by end of January 2010. CH
6. Participate on regional and national boards, panels and gatherings to gain new ideas, share practices and cultivate partnerships throughout the year. AF CH CK BM DB CL

- **Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations.**

1. Share NASAA and NGA findings of pertinence to the field, as well as other research that is relevant. Do so through listservs, blogs and in State of the Arts newspaper throughout the year. AF

- **Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners.**

1. Research and develop a plan by April 2010 to hire a technology contractor to train artists and arts organizations in new technology trends that can help them be better businesses and increase their innovative potential. AF CH
2. Develop one major technological learning opportunity for artists/arts groups by end of June 2010. CH
3. Develop a "Native Artist Blog" to share information and opportunities on professional development, marketing, business development, legal issues, market opportunities and artist updates. Start by November 2009. DB
4. Receive staff training in technology to maximize what the agency can offer in services and training (and minimize in cost) through technology by end of June 2010. ALL

- A. Office 2007 upgrade.
- B. Basic orientations on current social networking technologies.
- C. Other training as needed.

5. Provide staff consultation (upon request) to individual artists and to arts organization's at their board meetings and other gatherings. ALL
6. Participate as members of advisory committees for organizations (upon request) throughout the year. ALL
7. Provide arts education technical expertise through 800# Hotline throughout the year. BM
8. Track all technical assistance activity beginning January 2010. ALL

Public Value Frame #3: Challenges and Opportunities

Outcome We Want:

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

How We Do It:

- **Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare.**

1. Contract with VSA arts for next stage of ADA work with PVP grantees by January 2010. KHB
2. Share Executive Summary from our Arts and Healthcare Survey (Arts Organizations, Artists and Healthcare direct providers and administrators) with Healthcare providers and administrators in Montana by end of June 2010. KBH
3. Make presentations to the Statewide Service Organizations' meetings and conferences on independent contractor vs. employee status and worker's compensation by end of June 2010. CL

- **Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas.**

1. Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Blueprint for Operations as well as within the current environment. AF CL
2. Contract with provider and launch online application system for grants by end of January 2009. KHB
3. Convert old database into new database and continue to de-bug by end of December 2009. KHB
4. Retool and distribute FY 2012-2013 Cultural & Aesthetics Trust applications by March 2010. KHB
5. Conduct next four-year cycle of Public Value Partnerships grant program with a May 2010 deadline. KHB
6. Re-tool Opportunity grants into new grant program for implementation by February 2010. CH
7. Conduct internal monitoring and tests on financials for audit purposes throughout the year. KHB CL
8. Meet in December 2009 and April 2010 to assess progress on FY 2010 work plan. ALL
9. Institute bi-monthly update briefs from executive director to council members. AF

10. Complete MAC storage archiving project by end of June 2010. [SF]
11. Build relationship with MT Hospital Assn. to help distribute Arts and Healthcare survey by March 2010. [KBH]
12. Arts and Healthcare survey results will be compiled and Executive Summary drafted by end of June 2010. From that data, determine programming and technical assistance we might provide to artists, arts orgs and healthcare providers and administrators. [KBH]
13. Document (in outline form) all job-related internal processes and timelines behind agency programs and services for future continuity in agency service – the staff calls these our “Blue Sparkly Notebooks.” Staff will work to have their Blue Sparkly notebooks updated and current by June 2010. [ALL]

- **Define and convey to those who impact state and local resources how those challenges can be met through increased revenues and resources for the arts.**

1. Invite Governor's policy advisors and state legislators to arts council programs and meetings to learn from them and seek their advice, and to tell them our stories throughout the year. [AF]

The End!